Office of the Commissioner of Official Languages

2016–17

Report on Plans and Priorities

The Honourable Maryam Monsef, P.C., M.P.
Minister of Democratic Institutions

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Message from the Commissioner of Official Languages of Canada

I am pleased to present our *2016-17 Report on Plans and Priorities*, in which you will find the organizational priorities, expected results and spending estimates for the coming year.

The arrival of a new commissioner of official languages in October 2016 and the retirement of several members of my executive committee in the year ahead constitute an important change in leadership for the organization. This period of transition will require that staff be well prepared in order to ensure continuity while also providing an opportunity for the organization to reflect on its past accomplishments and how to shape the future.

The implementation of a new system to manage Protection program activities is another aspect of the transition that will have an impact on operations and human resources.

We will continue to raise awareness among federal institutions and Canadians about the status of official language communities, the importance of bilingualism and respect for linguistic duality. Immigration remains a clear priority for official language communities and the government. I will therefore continue working with federal institutions and our other partners to ensure that the immigration-related recommendations from my 2014–15 annual report are implemented. Other noteworthy files include the bilingual capacity of the superior court judiciary, early childhood and the promotion of active offer in both official languages to Canadians. We will also be continuing our outreach and collaborative efforts with key partners and organizing committees to ensure that linguistic duality takes centre stage in celebrations marking the 150th anniversary of Confederation.

Finally, the coming year will be an opportunity for the Office of the Commissioner of Official Languages to renew the dialogue with the government concerning the legislative framework for official languages and the organization's capacity to fully deliver its mandate and meet the expectations of Canadians.

Graham Fraser

Section I: Organizational Expenditure Overview

Organizational Profile

Commissioner: Graham Fraser

Year established: 1970

Main legislative authorities: Subsection 56(1) of the *Official Languages Act*[i]

Other: The Commissioner of Official Languages is appointed by commission under the Great Seal, after approval by resolution of the House of Commons and the Senate. The Commissioner of Official Languages reports directly to Parliament.

Organizational Context

Raison d'être

The mandate of the Commissioner of Official Languages is to oversee the full implementation of the *Official Languages Act*, protect the language rights of Canadians, and promote linguistic duality and bilingualism in Canada.

The President of the Queen's Privy Council for Canada is responsible for tabling the Office of the Commissioner of Official Languages' (OCOL's) administrative reports in Parliament, including the Report on Plans and Priorities and the Departmental Performance Report.

Responsibilities

Section 56 of the *Official Languages Act* states:

> It is the duty of the Commissioner to take all actions and measures within the authority of the Commissioner with a view to ensuring recognition of the status of each of the official languages and compliance with the spirit and intent of this Act in the administration of the affairs of federal institutions, including any of their activities relating to the advancement of English and French in Canadian society.

Under the Act, therefore, the Commissioner is required to take every measure within his power to ensure that the three main objectives of the *Official Languages Act* are met:

- the equality of the status and use of English and French in Parliament, the Government of Canada, the federal administration and the institutions subject to the Act;

- the development of official language communities in Canada; and
- the advancement of the equality of English and French in Canadian society.

Strategic Outcome and Program Alignment Architecture

1. **Strategic Outcome:** Rights guaranteed by the *Official Languages Act* are protected and linguistic duality is promoted as a fundamental value of Canadian society.
   - **1.1 Program:** Protection of Language Rights
   - **1.2 Program:** Promotion of Linguistic Duality
   - **Internal Services**

Organizational Priorities

Based on a review of its operating environment, OCOL established two organizational priorities for 2016–17. The information below describes each organizational priority and explains how OCOL plans to meet each one.

Priority: Optimize the impact of strategic official languages initiatives

Description

One of the Commissioner's main responsibilities as an ombudsman is to maintain a strict watch over the federal administration in order to report to Parliament on the implementation status of recommendations made to federal institutions and the government.

By evaluating, understanding and refining impacts made on protection of language rights within departments by OCOL's recommendations for the years 2014–15 and 2015–16, we will ensure that we target our recommendations to better assist organizations in improving their compliance with the Act.

We will also take advantage of the opportunity to remind Canadians of the central role linguistic duality has played in Canada's past, and how it can contribute to its future, by insisting on the importance of active offer, participating in events and activities to celebrate the 150th anniversary of Confederation, monitoring compliance, gathering information and consulting with key players (communities, institutions, other levels of government).

Priority Type[1]

New

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
• Optimize the impact of conclusions and recommendations from strategic official languages initiatives.	April 2016	March 2017	These initiatives are linked to OCOL's Strategic Outcome: Rights guaranteed by the *Official Languages Act* are protected and linguistic duality is promoted as a fundamental value of Canadian society.
• Continue to work with key decision-makers to make linguistic duality an integral part of Canada's 150th anniversary celebration in 2017.	April 2016	March 2017	

Priority: Ensure that the organization is managed effectively during the transition period.

Description

For OCOL, the arrival of a new commissioner in October marks a major change that will inevitably affect the organization's management and priorities. The implementation of a new system to manage Protection program activities will also result in a demanding transition period in terms of operations and human resources. Consequently, we will have to optimize our processes, manage our resources effectively and provide services as efficiently as possible to Canadians.

It is imperative that the new commissioner be surrounded by efficient, informed staff to ease the transition. It is important that the new commissioner be informed of all important issues across Canada.

1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

Priority Type[2]

New

Key Supporting Initiatives

Planned Initiatives	Start Date	End Date	Link to Department's Program Alignment Architecture
• Prepare a strategic analysis of the organization so that options for future direction may be presented to the new commissioner.	April 2016	To be determined	These initiatives are linked to OCOL's Strategic Outcome: Rights guaranteed by the *Official Languages Act* are protected and linguistic duality is promoted as a fundamental value of Canadian society.
• Prepare staff for the change in leadership to ensure continuity within the organization.	April 2016	To be determined	
• Finish implementing the new information management system for the Protection program.	April 2016	To be determined	

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Project Management Capability *[Probability: medium; Impact: moderate]*	OCOL will develop an investment planning process to assess business cases for projects, including costs, benefits and options. OCOL will implement a governance	Strategic Outcome Rights guaranteed by the *Official Languages Act* are protected and linguistic duality is

[2] Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities or the Departmental Performance Report.

	structure to manage and monitor the large projects approved through the investment plan.	promoted as a fundamental value of Canadian society.
Level of Resources *[Probability: medium; Impact: moderate]*	OCOL will develop and implement a long-term financial strategy to assess the resource requirements. OCOL will review and enhance the budgeting and forecasting processes for the organization.	Strategic Outcome Rights guaranteed by the *Official Languages Act* are protected and linguistic duality is promoted as a fundamental value of Canadian society.
Parliamentary Relations *[Probability: medium; Impact: moderate]*	OCOL will develop and implement an official languages intervention strategy for key members of Parliament.	Strategic Outcome Rights guaranteed by the *Official Languages Act* are protected and linguistic duality is promoted as a fundamental value of Canadian society.

The three risks that OCOL faces are caused by a number of factors related to its operating environment. Two of those risks can be considered threats, while the other one can be considered more of an opportunity for the organization:

- The organization rarely implements projects of the size and complexity of the Integrated Enterprise Management Solution (IEMS). To manage results, the organization must develop and optimize its capacity to manage projects;
- The current level of resources may not allow the organization to fully deliver its mandate and adequately meet the expectations of parliamentarians, federal institutions and the public;
- OCOL does not have the necessary resources to follow up adequately on its recommendations made through the investigation process;
- There is an opportunity for OCOL to renew the dialogue with the government and members of Parliament on the legislative framework for official languages, OCOL's capacity to deliver its mandate and other related areas.

Planned Expenditures

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
20,891,619	20,891,619	20,891,619	20,891,619

Human Resources (Full-Time Equivalents [FTEs])

2016–17	2017-18	2018–19
160	160	160

Budgetary Planning Summary for Strategic Outcome and Program(s) (dollars)

Strategic Outcome(s), Program(s) and Internal Services	2013–14 Expenditures	2014–15 Expenditures	2015–16 Forecast Spending	2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
Strategic Outcome 1: Rights guaranteed by the *Official Languages Act* are protected and linguistic duality is promoted as a fundamental value of Canadian society.							
Program 1: Protection of Language Rights	6,527,651	7,134,848	7,268,165	6,967,574	6,967,574	6,967,574	6,967,574
Program 2: Promotion of Linguistic Duality	7,033,889	7,007,231	6,713,715	6,971,568	6,971,568	6,971,568	6,971,568
Subtotal	13,561,540	14,142,079	13,981,880	13,939,142	13,939,142	13,939,142	13,939,142
Internal Services Subtotal	10,626,223	8,273,795	7,197,498	6,952,477	6,952,477	6,952,477	6,952,477
Total	24,187,763	22,415,874	21,179,378	20,891,619	20,891,619	20,891,619	20,891,619

Alignment of Spending With the Whole-of-Government Framework

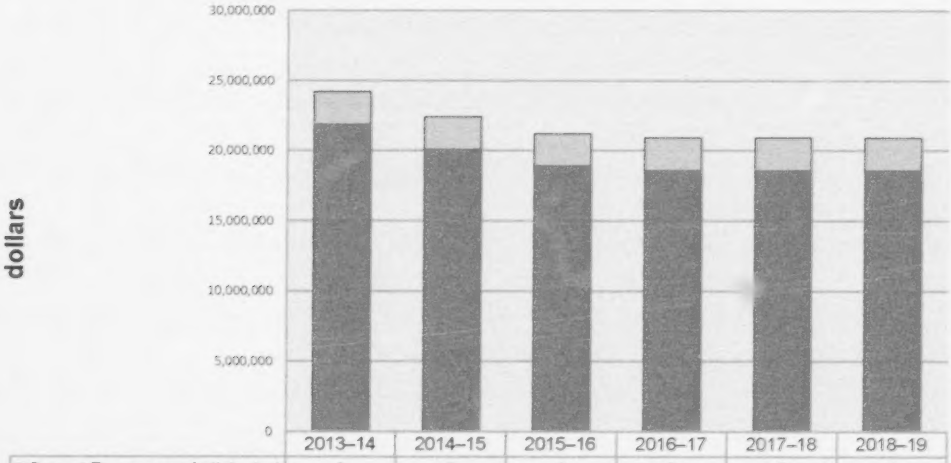
Alignment of 2016–17 Actual Spending With the Whole-of-Government Framework[ii] (dollars)

Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2016–17 Planned Spending
1. Rights guaranteed by the *Official Languages Act* are protected and linguistic duality is promoted as a fundamental value of Canadian society.	1.1: Protection of Language Rights	Government Affairs	A transparent, accountable, and responsive federal government.	6,967,574
	1.2: Promotion of Linguistic Duality	Government Affairs	A transparent, accountable, and responsive federal government.	6,971,568

Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic Affairs	0
Social Affairs	0
International Affairs	0
Government Affairs	13,939,142

Departmental Spending Trend



	2013–14	2014–15	2015–16	2016–17	2017–18	2018–19
Sunset Programs – Anticipated	0	0	0	0	0	0
Statutory	2,346,062	2,349,834	2,277,425	2,332,217	2,332,217	2,332,217
Voted	21,841,701	20,066,040	18,901,953	18,559,402	18,559,402	18,559,402
Total	24,187,763	22,415,874	21,179,378	20,891,619	20,891,619	20,891,619

The graph above illustrates OCOL's spending trend from 2013-14 to 2018-19.

Estimates by Vote

For information on OCOL's organizational appropriations, consult the 2016-17 Main Estimates.[iii]

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome:

Rights guaranteed by the *Official Languages Act* are protected and linguistic duality is promoted as a fundamental value of Canadian society.

Program 1.1: Protection of Language Rights

Description

Through this program, OCOL investigates complaints filed by citizens who believe their language rights have not been respected, evaluates compliance with the *Official Languages Act* by federal institutions and other organizations subject to the Act through performance measurements and audits, and intervenes proactively to prevent non-compliance with the Act. As well, the Commissioner may intervene before the courts in cases that deal with non-compliance with the *Official Languages Act*.

Budgetary Financial Resources (dollars)

2016–17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
6,967,574	6,967,574	6,967,574	6,967,574

Human Resources (FTEs)

2016–17	2017–18	2018–19
61	61	61

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be achieved
The Canadian population receives responses to its complaints and inquiries according to established service standards.	Percentage of responses provided within established service standards (i.e., responses to inquiries within 30 working days; formal investigations within 175 working days; facilitated resolution within	70%	March 31, 2017

	90 working days). *(Measured based on: statistics on response times)*		
Federal institutions and other organizations subject to the *Official Languages Act* improve their capacity to meet the requirements of the Act.	Percentage of the Commissioner's recommendations (made through audits and investigations) that have been implemented within specified timelines. *(Measured based on: follow-up reports to audit and investigation recommendations)*	60%	March 31, 2017
The Canadian population benefits from the Commissioner's interventions before the courts.	Percentage of legal proceedings involving the Commissioner that had a positive impact on the interpretation or application of the Act or the Charter. *(Measured based on: an analysis of each ruling or resolution in which the Commissioner was involved either as a party or an intervener)*	65%	March 31, 2017

Planning Highlights

To work toward the Protection of Language Rights in 2016–17, OCOL will focus on the following initiatives in response to its organizational priorities, presented in Section I, while continuing to carry out the ongoing activities necessary to deliver on its Expected Results (as identified in the above table):

- Emphasis will be placed on follow-ups to investigation recommendations. A horizontal analysis of the implementation rate of recommendations will be conducted to draw conclusions and make more targeted recommendations, if necessary;
- The Commissioner will consider the advisability of intervening before the courts in two remedies filed under the *Official Languages Act*, one filed by the Fédération des francophones de la Colombie-Britannique,[3] and another by the Société franco-manitobaine[4];
- The Commissioner will table two reports in Parliament on continuing issues during his mandate.

[3] *Fédération des francophones de la Colombie-Britannique v. Human Resources and Skills Development Canada and the Employment Insurance Commission of Canada, (t-1107-13).*
[4] *Société franco-manitobaine v. The Attorney General of Canada et al., (t-310-15).*

Program 1.2: Promotion of Linguistic Duality

Description

Through this program, OCOL works with parliamentarians, federal institutions and other organizations subject to the *Official Languages Act*, official language communities and the Canadian public in promoting linguistic duality. OCOL builds links between federal institutions, official language communities and the different levels of government to help them better understand the needs of official language communities, the importance of bilingualism and the value of respecting Canada's linguistic duality. To fulfill its role in that promotion, OCOL conducts research, studies and public awareness activities and intervenes with senior federal officials so that they instill a change in culture to fully integrate linguistic duality in their organizations.

Budgetary Financial Resources (dollars)

2016-17 Main Estimates	2016-17 Planned Spending	2017-18 Planned Spending	2018–19 Planned Spending
6,971,568	6,971,568	6,971,568	6,971,568

Human Resources (FTEs)

2016-17	2017-18	2018–19
53	53	53

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be achieved
Parliament receives advice and information about the official languages implications of evolving legislation, regulations and policies.	Number of appearances before parliamentary committees and interactions with parliamentarians. *(Measured based on: statistics on the volume of appearances and interactions)*	28[5]	March 31, 2017

[5] This indicator includes 3 appearances before parliamentary committees and 25 exchanges with parliamentarians.

Canadian society is informed of official languages rights and obligations, and of the fundamental value of linguistic duality in Canada.	Number of promotional activities[6]	1,000	March 31, 2017
	Percentage of the Commissioner's recommendations (made through annual reports, studies and other documents) that were implemented, in whole or in part, or were otherwise addressed within reasonable timelines. *(Measured based on: statistics on promotional activities and follow-up reports to recommendations issued through annual reports, studies and other documents)*	60	March 31, 2017

Planning Highlights

To work toward the Promotion of Linguistic Duality in 2016–17, OCOL will focus on the following initiatives in response to its organizational priorities, presented in Section I, while continuing to carry out the ongoing activities necessary to deliver on its Expected Results (as identified in the above table):

- Release several video productions and infographics through the YouTube and Facebook accounts, school visits and other opportunities, to position linguistic duality as a fundamental Canadian value during the 150 years since Confederation and as a key asset for its future;
- Offer an on-line timeline of key moments pertaining to official languages in Canada's history;
- Work and collaborate with key stakeholders, including Canadian Heritage, Sport Canada and the organizing committees of the major events that will take place in 2017 to celebrate the 150th anniversary of Confederation, as well as other events of a national or international scope;
- Share the *Celebrating Canada* guide with the organizers of events marking the 150th anniversary of Confederation to ensure they take Canada's linguistic duality into account;
- Promote the findings of the study on active offer to various target groups, including federal institutions, the provinces and some municipalities;

[6] (e.g. general inquiries, speeches, media interviews, development of promotional tools, kiosks, news releases, regional liaison with official language communities and federal institutions).

- Continue workshops on bilingual meetings;
- Continue delivering presentations in schools across the country to actively promote linguistic duality as a Canadian value;
- Initiate dialogue with the new government on major strategies for official languages and pave the way for renewal of the government-wide action plan on official languages;
- Interact with federal institutions to ensure that recommendations are implemented;
- Provide advice and recommendations on the reorganization of the regional federal councils and on ways to strengthen their role in monitoring and promoting official languages;
- Work with other language ombudsmen in Canada;
- Implement the early childhood strategy;
- Remind the government about the implementation of the recommendations in the study on the bilingual capacity of the superior court judiciary.

Internal Services

Description

Internal services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Since legal remedies are set out in the Act, OCOL's Legal Services are excluded from its Internal Services and are an integral part of Program 1.1 – Protection of Language Rights. As well, given their specific mandate, OCOL's Communications Services are not included in Internal Services, but rather form part of Program 1.2 – Promotion of Linguistic Duality.

Budgetary Financial Resources (dollars)

2016-17 Main Estimates	2016–17 Planned Spending	2017–18 Planned Spending	2018–19 Planned Spending
6,952,477	6,952,477	6,952,477	6,952,477

Human Resources (FTEs)

2016–17	2017-18	2018–19
46	46	46

Planning Highlights

While continuing to deliver internal services that support its operations, OCOL will focus on the following initiatives in 2016–17 in response to its second organizational priority (Ensure that the organization is managed effectively during the transition period) and key commitments described in Section I:

- Oversee the development and implementation of an action plan to prepare staff for the change in leadership;
- Conduct a strategic analysis of the organization in preparation for the arrival of the new commissioner;
- Develop an investment plan covering future developments in the information management system;
- Transition to the new automated Phoenix pay system.

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of OCOL's operations. The forecasted financial information on expenses and revenues are prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented statement of operations is prepared on an accrual accounting basis and the forecast and planned spending amounts presented in other sections of this report are prepared on an expenditure basis, amounts will differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on OCOL's website.[iv]

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31 (dollars)

Financial Information	2015–16 Forecast Results	2016–17 Planned Results	Difference (2016-17 Planned Results minus 2015-16 Forecast Results)
Total expenses	24, 322,531	23, 894,207	(428,324)
Total revenues	0	0	0
Net cost of operations before government funding and transfers	24, 322,531	23, 894,207	(428,324)

Supplementary Information Tables

The supplementary information tables listed in the 2016-17 Report on Plans and Priorities can be found on OCOL's website.[v]

- Departmental Sustainable Development Strategy
- Upcoming Internal Audits and Evaluations over the next three fiscal years

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the Tax Expenditures and Evaluations[VI] publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

For further information, visit OCOL's website[vii] or contact one of the following offices:

HEAD OFFICE
30 Victoria Street
6th Floor
Gatineau, QuebecK1A 0T8

REGIONAL OFFICES

Atlantic Region
Moncton
Tel.: 506-851-7047 or
1-800-561-7109
Fax: 506-851-7046

Quebec Region
Montréal
Tel.: 514-283-4996 or
1-800-363-0628
Fax: 514-283-6677

Ontario Region
Toronto
Tel.: 416-973-1903 or
1-800-387-0635
Fax: 416-973-1906

Sudbury
Tel.: 705-671-4101 or
1-888-272-3704
Fax: 705-671-4100

Tel.: 819-420-4877 or
1-877-996-6368
TTY: 1-800-880-1990
Fax: 819-420-4873
E-mail:information@clo-ocol.gc.ca
www.twitter.com/OCOLCanada
www.facebook.com/officiallanguages

Manitoba and Saskatchewan Region
Winnipeg
Tel.: 204-983-2111 or
1-800-665-8731
Fax: 204-983-7801

Regina
Tel.: 306-780-7866 or
1-800-665-8731
Fax: 306-780-7896

Alberta, British Columbia, Northwest Territories, Yukon and Nunavut Region
Edmonton
Tel.: 780-495-3111 or
1-800-661-3642
Fax: 780-495-4094

Vancouver
Tel.: 1-800-661-3642

Appendix: Definitions

appropriation (*crédit*): Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (*dépenses budgétaires*): Includes operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report (*rapport ministériel sur le rendement*): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Report on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent (*équivalent temps plein*): Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes (*résultats du gouvernement du Canada*): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure (*Structure de la gestion, des ressources et des résultats*): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (*dépenses non budgétaires*): Includes net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (*rendement*): What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator (*indicateur de rendement*): A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (*production de rapports sur le rendement*): The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (*dépenses prévues*): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plan (*plan*): The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities (*priorité*): Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program (*programme*): A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (*architecture d'alignement des programmes*)**:** A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities (*rapport sur les plans et les priorités*): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

result (*résultat*): An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (*dépenses législatives*): Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (*résultat stratégique*): A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (*programme temporisé*): A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (*cible*): A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (*dépenses votées*): Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

whole-of-government framework (*cadre pangouvernemental*): Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

[i] http://laws-lois.justice.gc.ca/eng/acts/O-3.01/page-13.html#h-19

[ii] http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

[iii] Public Works and Government Services Canada website, http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html

[iv] http://www.officiallanguages.gc.ca/en/transparence_transparency/2014-2015/future-oriented-statement-operations-2014-2015

[v] http://www.officiallanguages.gc.ca/en/transparence_transparency/2011-2012/financial-statements-2011-2012

[vi] Government of Canada Tax Expenditures, http://www.fin.gc.ca/purl/taxexp-eng.asp

[vii] http://www.officiallanguages.gc.ca/